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# **CERTIFICATE PROGRAM HUMAN RESOURCES: SELECTING STAFF**

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**

ILRHR502 **Employment Laws for the HR Professional**

ILRHR509 **Selection and Staffing: The Selection Process**

ILRHR510 **Selection and Staffing: The Staffing Process**

ILRMD501 **Selection Requirements and Communication Skills for Interviewing**

ILRMD502 **Legal and Unbiased Interviewing and Selection**



## Course Experience—Program Quality

eCORNELL

### Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

### Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



## Certificate Human Resources: Selection and Staffing



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### Overview

A workforce is only as effective as the people who comprise it. The Human Resources: Selection and Staffing Certificate, a collaboration of eCornell and Cornell University's School of Industrial and Labor Relations, is designed to help Human Resources professionals and other managers evaluate staffing needs and fill vacancies with the best candidate for the targeted position. The six-course certificate leads participants to a deeper understanding of legal and ethical issues in workplace hiring, appropriate and effective communications for recruitment and interviewing, and strategies to address employee staffing and retention.

### Component Courses

To earn the Human Resource: Selection and Staffing Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**
- ILRHR502 **Employment Laws for the HR Professional**
- ILRHR509 **Selection and Staffing: The Selection Process**
- ILRHR510 **Selection and Staffing: The Staffing Process**
- ILRMD501 **Selection Requirements and Communication Skills for Interviewing**
- ILRMD502 **Legal and Unbiased Interviewing and Selection**

### Target Audience

The Human Resources: Selection and Staffing Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of hiring and retention policies and practices from a leading Ivy League institution.

### Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Selection and Staffing Certificate from Cornell University's School of Industrial and Labor Relations.

Courses in this certificate series have been approved for credit hours toward PHR and SPHR recertification through the Human Resources Certification Institute (HRCI). Please contact the Human Resources Certificate Institute (HRCI) for further information about certification or recertification.

In addition, Cornell's School of Industrial and Labor Relations (ILR) will award .6 Continuing Education Units (CEUs) to students who successfully complete any of the courses in the Human Resources Performance Management Certificate series. Students can apply to the ILR school for the CEU units after they have completed both courses in a program.



## Course Overview

Employers have a legal obligation to provide a safe working environment and to make certain that all employees are treated equally in accordance and compliance with state and federal regulations. It is therefore imperative that managers have a sound understanding of the complex and changing legal issues and mandates that govern the workplace. Using case studies, this course will cover the fundamentals of employment laws and practices and how to apply them to daily operations and special situations. In particular, the course will focus on the major laws governing the workplace, including: the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), and Fair Labor Standards Act (FLSA). Participants will also learn about the relationship between Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws and the concepts and practices governing diversity in the workplace.

## Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and the skills necessary for managing and preventing employee-related legal issues.

## Organizational Outcomes

Participants who complete this course will be able to:

- Identify and proactively minimize risk related to employment issues
- Recognize and manage EEO, AA, and diversity issues within an organization
- Conduct an effective investigation of employment issues
- Collect and organize relevant information needed by legal counsel when seeking advice on employment issue

## Course Benefits

In this course, participants learn about:

- Multiple laws governing the workplace
- Employees' legal rights and afforded protections under the law
- Implications of Equal Employment Opportunity laws, Affirmative Action laws, and diversity
- Strategies for proactively complying with laws governing the safety and equal treatment of all employees
- Mediation techniques for potentially volatile employee issues

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

## Faculty Author

Susan Brecher, Esq.  
Director, Curriculum and Training Design  
School of Industrial and Labor Relations  
Cornell University



## Course Overview

In today's litigious environment it is important for managers to have a sound understanding of the legal issues that govern individual employees and the workplace. Human resource professionals in particular are required to have in-depth knowledge of local, state, and federal employment laws, as well as the ability to apply these laws to daily operations and special situations. This course will introduce participants to the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), Fair Labor Standards Act (FLSA), National Labor Relations Act (NLRA), and other state and federal laws that govern the work environment. Participants will learn how to apply their knowledge to the organization's employment practices in order to create an efficient, effective work environment that is mutually beneficial for employees and the organization alike.

## Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and work environments.

## Organizational Outcome

Participants who complete this course will be able to:

- Identify and comprehend federal, state, and local laws related to employment practices
- Design and implement a safe environment where all employees are treated fairly and equally and in compliance with federal, state, and local employment laws
- Anticipate and resolve employee matters before they become legal issues
- Recognize and respond to potential safety hazards
- Conduct a relevant, effective investigation into potentially litigious employment issues

## Course Benefits

In this course, participants learn about:

- Key employment laws and theories of FMLA, FLSA, OSHA, and NLRA
- Pertinent state and local laws
- Application of employment laws to an organization's work environment and practices
- Information needed to seek legal advice on potentially litigious employment issues
- Conducting an effective investigation into employment issues

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

## Faculty Author

Susan Brecher, Esq.  
Director, Curriculum and Training Design  
School of Industrial and Labor Relations  
Cornell University



## Course Overview

An efficient recruiting and hiring process is instrumental to building an excellent workforce and succeeding in a highly competitive global market. Finding the best candidate for a particular position is both challenging and time consuming. Selecting the wrong candidate or taking too much time to make a decision can be costly and result in losing a highly-qualified applicant to a competitor. In this course, participants learn how to design and implement a structured, efficient search process that results in finding the most qualified candidate in a timely and efficient manner.

## Target Audience

This course is critical for human resource and recruiting staff, managers, supervisors, and team leaders involved in their organization's hiring process.

## Organizational Outcome

Participants who complete this course will be able to:

- Examine staff needs and accurately determine when to fill vacant positions or create new ones
- Design and implement a systematic approach to attracting and selecting highly qualified individuals to fill positions within an organization
- Design and implement a structured interviewing process to help ensure diversity in the workplace

## Course Benefits

In this course, participants learn about:

- Determining hiring needs in an organization
- Elements of an effective job description
- Elements of an effective job posting
- The business case for workforce diversity
- Internal and external sources of candidates
- Effective selection criteria for an interview
- Structuring controlled interviews

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Human Resources: Selection and Staffing**

## Faculty Author

Ronald M. Katz  
Adjunct Faculty  
School of Industrial and Labor Relations  
Cornell University





## Course Overview

Employees are an organization's most important resource. If an organization is to become a competitive force within its industry, staffing, employee retention, and the effective management of workforce reductions must be a priority. In this course, participants learn strategies for identifying and retaining high-potential and key employees, as well as efficient ways to handle planned and unexpected employee departures and workforce reductions. They also learn how to design and present reports that accurately measure the effectiveness of a human resources department's selection and staffing process.

## Target Audience

This course is critical for human resource professionals, managers, supervisors, and team leaders in any industry and at any level of the organization who are responsible for, or play a role in, attracting and retaining a highly skilled workforce.

## Organizational Outcome

Participants who complete this course will be able to:

- Implement highly successful strategies for retaining valued employees
- Manage employee departures and reductions in the workforce in an efficient and legal manner
- Use reports to demonstrate the effectiveness of a human resources department's selection and staffing process

## Course Benefits

In this course, participants learn about:

- Elements of an effective orientation program and how it can be used as a retention tool
- Succession planning for future staffing needs
- Strategies for identifying high-potential employees and using career planning and integrated retirement planning to retain them
- Effective and legal strategies for managing downsizing
- Components of an appropriate exit interview
- Reports and tools that demonstrate the value of an organization's human resources department
- Issues that affect the selection and staffing processes

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Human Resources: Selection and Staffing**
- **Systems and Processes in Human Resources**

## Faculty Author

Ronald M. Katz  
Adjunct Faculty  
School of Industrial and Labor Relations  
Cornell University

# ILRMD501 Selection Requirements and Communications Skills for Interviewing



## Course Overview

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process. This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

## Target Audience

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

## Organizational Outcomes

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

## Course Benefits

In this course, participants will learn about:

- Communications skills necessary for highly effective interviewing
- Compliance with employment laws and when to seek legal advice
- Elimination of bias and stereotyping from the interview process
- Qualities of approachability that help elicit candid responses from interviewees
- Effective listening skills
- Results-based Selection Requirements as a foundation for the interview process
- Objective comparison and selection of the best-qualified candidate

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

## Faculty Authors

Cathy Lee Gibson  
Associate Director, Management Programs  
School of Industrial and Labor Relations  
Cornell University

Anthony Panos  
Statewide Director, Management Programs  
School of Industrial and Labor Relations  
Cornell University



# ILRMD502 Legal and Unbiased Interviewing and Selection



## Course Overview

In a competitive global economy it is essential for all organizations to conduct job interviews that result in the selection of the most capable and competent candidates available. Effective and efficient interviewing requires advanced preparation and a structured approach. In addition to carefully constructing job-related questions, interviewers must ensure compliance with applicable laws and must also make certain that their assessments and recommendations remain unbiased. In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

## Target Audience

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

## Organizational Outcomes

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, and unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

## Course Benefits

In this course, participants will learn about:

- Potential legal issues and inappropriate questions in the interview process
- Biases and stereotypes that negatively affect the interview process
- Successful interview environments
- Effective interview techniques
- Effective questioning for exploring a candidate's skills and strengths
- Objective selection of the best qualified candidate for the job

## Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

## Faculty Authors

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Associate Director, Management Programs  
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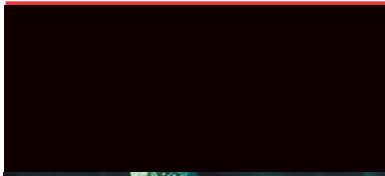
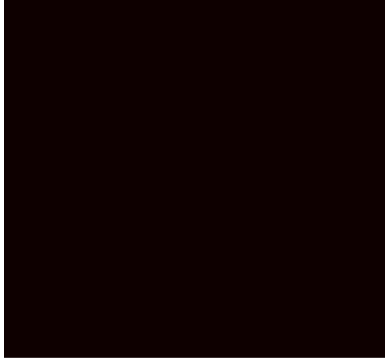
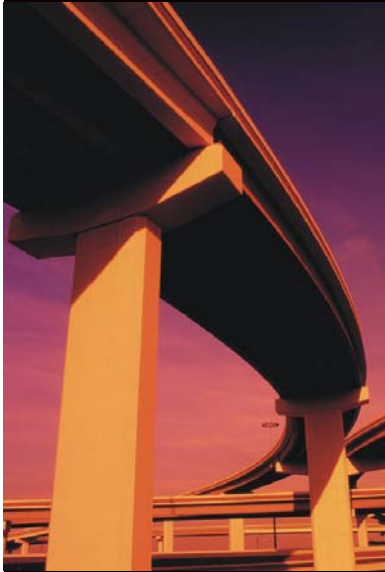
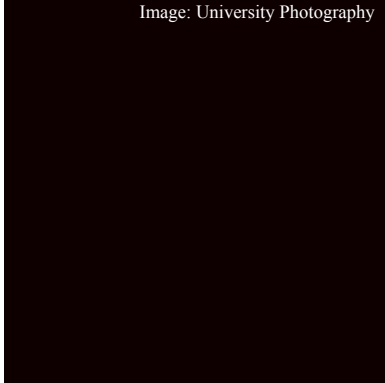


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## In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

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